

**MISSISSIPPI STATE DEPARTMENT OF HEALTH
DIVISION OF HEALTH PLANNING
AND RESOURCE DEVELOPMENT
FEBRUARY 2014**

**CON REVIEW: HG-NIS-1213-017
GPCH-GP, INC., D/B/A GARDEN PARK MEDICAL CENTER
PROVISION OF POST-TRAUMATIC STRESS DISORDER SERVICES AND
ADDITION OF NINE PSYCHIATRIC BEDS
CAPITAL EXPENDITURE: \$300,000
LOCATION: GULFPORT, HARRISON COUNTY, MISSISSIPPI**

STAFF ANALYSIS

I. PROJECT SUMMARY

A. APPLICANT INFORMATION

GPCH-GP, Inc. is a Delaware business corporation whose principal office is located in Nashville, Tennessee. Garden Park Medical Center is a 130-bed short-term, general acute care, hospital located in Gulfport, Mississippi and is an affiliate of HCA Holdings, Inc. (a 162-hospital international hospital system commonly referred to as HCA). GPCH-GP, Inc. d/b/a Garden Park Medical Center consists of three directors, 28 officers, and a 13-member Board of Trustees.

The occupancy rates, average lengths of stay (ALOS), and the Medicaid utilization rates for the three most recent fiscal years for Garden Park Medical Center (medical/surgical beds only) are shown below:

Garden Park Medical Center
Utilization Data

Fiscal Year	Occupancy Rate (%)	ALOS (Days)	Medicaid Utilization Rate (%)
2010	36.83	4.39	15.08
2011	34.95	4.35	17.41
2012	33.61	4.31	15.86

Source: Division of Health Facilities Licensure and Certification

B. PROJECT DESCRIPTION

GPCH-GP, Inc., d/b/a Garden Park Medical Center (“Garden Park”) requests Certificate of Need (CON) authority to establish an inpatient program for the treatment of persons suffering from post-traumatic stress disorder (“PTSD”) and to add to its bed complement nine (9) psychiatric beds. The 5,700 square foot PTSD Unit will be housed in an existing wing of the Hospital located on the fourth floor and consists of nine (9) private rooms, each with a full bath, a large activities room, a group therapy room, and a nurses’ station.

The PTSD STAR [Stress Trauma addiction Recovery Wellness] program proposed by Garden Park has been modeled after other successful PTSD STAR programs at other HCA hospitals. Garden Park states that as the largest hospital system in the world, HCA is experienced in developing PTSD programs and providing PTSD services. The PTSD STAR Program will include individual psychiatric therapy, group therapy, family therapy, 24-hour nursing care, medically-assisted detoxification, if necessary, activities, and a physical fitness regimen.

According to the applicant, minor capital improvements performed primarily by in-house maintenance personnel and a local cabinet maker will be made to the PTSD Unit in order to adapt the space for its new use. Such capital improvements include, but are not limited to, replacing all mirrors with accessories, securing the nurses' station with a door and Plexiglas window, installing cameras in each patient room and the hallways, and securing the doors into the PTSD Unit.

According to the applicant, the final objective of the proposed project is to meet the future needs of veterans and military personnel and their families throughout the State and region who suffer from PTSD.

The applicant projects 11.0 additional FTE personnel the first year after completion of the project at an annual cost of \$649,000. Additional FTE personnel include 5.2 Registered Nurses, 3.7 Aides, and 2.1 Social Service.

The Division of Health Facilities Licensure and Certification has approved the site for PTSD services. The total proposed project cost is \$300,000 which consists of \$174,000 for capital improvements, \$26,000 for non-fixed equipment; and \$100,000 for contingency reserve. Garden Park expects the project to be complete four months after CON approval.

II. TYPE OF REVIEW REQUIRED

The Mississippi State Department of Health reviews applications for the establishment of licensed psychiatric services and addition of psychiatric beds under the applicable statutory requirements of Section 41-7-191, subparagraphs (1)(c) and (1)(d)(iv) of the Mississippi Code of 1972, Annotated, as amended, and duly adopted rules, procedures, plans, criteria, and standards of the Mississippi State Department of Health.

In accordance with Section 41-7-197(2) of the Mississippi Code of 1972 Annotated, as amended, any affected person may request a public hearing on this project within 20 days of publication of the staff analysis. The opportunity to request a hearing expires March 10, 2014.

III. CONFORMANCE WITH THE STATE HEALTH PLAN AND OTHER ADOPTED CRITERIA AND STANDARDS

A. State Health Plan (SHP)

The *FY 2014 State Health Plan* contains policy statements, criteria and standards which an applicant is required to meet before receiving Certificate of Need authority for the establishment of acute psychiatric beds/services. This application is in substantial compliance with applicable criteria and standards.

SHP Policy Statements (PS) Regarding (Psychiatric Beds/services)

PS 1 - Indigent/Charity Care: The applicant states that Garden Park currently provides and will continue to provide a reasonable amount of indigent/charity care. Garden Park estimates that approximately 2% of its gross patient revenue will be attributable to charity care. Because the PTSD STAR Program is designed for veterans and military personnel and their families, Garden Park anticipates that most of the patients will be beneficiaries of TRICARE, the healthcare plan for veterans and military personnel, active and retired, and their families.

PS 2 - Mental Health Planning Areas: Garden Park requests a CON to add nine (9) psychiatric beds in accordance with Chapter 3, Section 106.02(1)(e) of the 2014 State Health Plan regarding the establishment of a PTSD program for the exclusive treatment of adults with a primary psychiatric diagnosis of PTSD from Military Service for those adults covered by Veterans Health Care System or indigent/charity care.

PS 3 - Public Sector Beds: The applicant submits that Garden Park is not a public hospital and is not operated by the Mississippi Department of Mental Health; however, the Department of Mental Health strongly supports Garden Park's application for this critical initiative.

PS 4 - Comments from Department of Mental Health: The application contained a letter from the Department of Mental Health confirming their support for the PTSD beds at Garden Park.

PS 5 - Separation of Adults and Children/Adolescents: The project involves the provision of PTSD services for patients 18 years and older.

PS 6 - Separation of Males and Females: The applicant states that all of the rooms in the Hospital's designated PTSD Unit are private rooms.

PS 7 - Patients with Co-Occurring Disorders: Garden Park certified that its PTSD STAR Program will meet all applicable licensure and certification regulations for each service offered before providing such service.

PS 8 - Comprehensive Program of Treatment: Garden Park certified that its PTSD STAR Program will provide inpatient services directly with respect to its PTSD patients. The applicant states that because of the nature of the patients that will receive treatment in the PTSD STAR Program, i.e. veterans and military personnel, outpatient and follow-up services will be provided by the medical

director of Garden Park's PTSD STAR Program, who has a relationship with the military community along the Gulf Coast, the patient's psychiatrist/psychologist or other appropriate mental health provider.

PS 9 – Medicaid participation: Garden Park submits that because of the nature of the PTSD STAR Program, essentially all of the patients admitted to the program will be veterans, military personnel and their families who are TRICARE beneficiaries. However, in the event the Veterans Health Care System is expanded to include Medicaid, the Hospital will seek Medicaid certification for its PTSD STAR Program at such time as the PTSD STAR Program becomes eligible for such certification and that it will serve a reasonable number of Medicaid patients when the PTSD STAR Program becomes eligible for reimbursement under the Medicaid Program. Garden Park further affirmed that, in such event, it will provide the Department of Health with information regarding services to Medicaid patients.

PS10 – Licensing and Certification: Garden Park certified that its PTSD STAR Program will meet all applicable licensing and certification regulations of the Division of Health Facilities Licensure and certification. Further, Garden Park recognized and acknowledged that if licensure and certification regulations do not exist at the time the application is approved, the PTSD STAR Program will comply with such regulations following their effective date.

PS 15 – Addition/Conversion of Beds: This application requests a CON to add nine (9) psychiatric beds in accordance with Chapter 3, Section 106.02(1)(e) of the 2014 State Health Plan regarding the establishment of a PTSD Program for the exclusive treatment of adults with a primary psychiatric diagnosis of PTSD from Military Service for those adults covered by Veterans Health Care System or indigent/charity care.

PS 16 – Voluntarily De-licensed Beds: Garden Park proposes to voluntarily de-license nine (9) of its medical-surgical (acute care) beds and placed those de-licensed beds in abeyance upon receipt of a CON for the PTSD program.

General (G) Criteria and Standards for Acute Psychiatric, Chemical Dependency, and/or Psychiatric Residential Treatment Facility Beds/Services

G Criterion 1 – Need

(e) Establishment or Addition of Programs for the Exclusive Treatment of Adults for Primary Psychiatric Diagnosis of Post Traumatic Stress Disorder (PTSD): Notwithstanding the service specific statistical bed need requirements as stated in "a" of the 2014 State Health Plan, the Department may approve service and/or beds for the exclusive treatment of adults for primary psychiatric diagnosis of PTSD from Military Service for those adults covered by Veterans Health Care System or indigent/charity care. The applicant shall document the need for the proposed project and justify the number of inpatient beds to be dedicated for such purpose.

This application requests a CON to add nine (9) Psychiatric beds in accordance with the above paragraph. The applicant states that according to the National Center for PTSD, U.S. Department of Veterans Affairs, approximately 7 – 8% of the population will have PTSD at some

point in their lives, and during any given year, about 5.2 million adults have PTSD.

PTSD has been defined as an anxiety disorder that can develop after exposure to a terrifying event or ordeal in which there had been the potential for or actual occurrence of grave physical harm. The disorder is characterized by three main types of symptoms:

- Re-experiencing the trauma through intrusive distressing recollections of the event, flashbacks, and nightmares
- Emotional numbness and avoidance of places, people, and activities that are reminders of the trauma
- Increased arousal such as difficulties sleeping and concentrating, feeling jumpy, and being easily irritated and angered

The applicant submits that according to the National Center for PTSD, U.S. Department of Veterans Affairs, about 30% of the Vietnam veterans and 10% of the Gulf War veterans experience PTSD. In addition, a recent study by the Center for Innovative Media at The George Washington University, released June 5, 2013, regarding the prevalence of PTSD among military personnel returning from the wars in Afghanistan and Iraq finds that about 20% of those veterans have been diagnosed with PTSD; and yet another study conducted by Michael P. Atkinson of the Naval Postgraduate School, Adam Guetz of Stanford University and Lawrence M. Wein of Stanford Graduate School of business estimates that 35% of the veterans returning from those wars will at some point in their lives suffer from PTSD.

Garden Park further states that not included in these prevalence rates are PTSD resulting from military sexual trauma ("MST") and statistics relating to suicides among veterans suffering from PTSD.

The application contained letters of support for the project attesting to the need for PTSD services. A letter from the Commander, 81st Medical Group, Keesler AFB, Mississippi, states that there are over 23,000 Active Duty and Veteran Soldiers, Sailors, Airmen and Marines in Mississippi, Louisiana, and Alabama that potentially have PTSD. It states that currently patients that need intensive PTSD treatment and have any co-morbid substance abuse problems are being referred to programs in Louisiana or Texas. Another letter, from the Medical Director of Seasons Behavioral Health, Gulfport, Mississippi, estimates that there are over 9,600 military members who have been diagnosed with PTSD from the panhandle of Florida along the coast of Louisiana. He further states that there are very few treatment programs available that specifically treat military members with PTSD and the secondary diagnoses that come from the disorder. The Military STAR program is one such program. Currently military members from the state of Mississippi as well as the surrounding coastal areas in Florida, Alabama, and Louisiana must travel to Texas to be part of a STAR program.

G Criterion 2 – Information Requirement

Garden Park affirmed that it will record and maintain, at a minimum the information required by this criterion regarding charity care and care to the medically indigent and make such information available to the Mississippi Department of Health within 15 business days of request.

G Criterion 3 – Memoranda of Understanding

The application contains a letter of support from the Department of Mental Health. The letter states “the number of individuals needing PTSD care is growing and we must address this situation. DMH strongly supports Garden Park’s application for this critical initiative.”

G Criterion 4 – Letters of Comment

The application contains letters of support from: the Commander, 81st Medical Group, Keesler AFB, MS; Lieutenant Commander Medical Service Corps, US Navy Officer in Charge; Mississippi Gulf Coast Chamber of Commerce; Seasons Behavioral Health, Gulfport, Mississippi; and the Department of Mental Health.

G Criterion 5 – Admission Policies

Garden Park affirmed that within the scope of its available services, neither it nor its participating staff shall have policies or procedures which would exclude patients because of race, color, age (except as to persons who are not adults and, therefore, are not eligible for Garden Park’s PTSD STAR Program as per Chapter 3, Section 106.2(1)(e) of the 2014 *State Health Plan*), sex, ethnicity, or ability to pay. Further, Garden Park affirmed that it will provide a reasonable amount of charity/indigent care as provided for in Chapter I of the Plan. The applicant anticipates that 2% of gross patient revenue derived from PTSD services will be charity care.

Service Specific (SP) Criteria and Standards for Acute Psychiatric Beds and Services for Adults

SP Criterion 1 – Statistical Need

The Mississippi State Department of Health bases statistical need for adult acute psychiatric beds on a ration of 0.21 beds per 1,000 population aged 18 and older for 2015. However, this application requests to add nine (9) psychiatric beds in accordance with Chapter 3, Section 106.02(1)(e) of the 2014 *State Health Plan* regarding the establishment of a PTSD Program for the exclusive treatment of adults with a primary psychiatric diagnosis of PTSD from Military Service for those adults covered by Veterans Health Care System or indigent/charity care.

SP Criterion 2 – Facility Size

The applicant proposes that the PTSD Unit at Garden Park will consist of nine (9) private rooms and will be designated for adults suffering from PTSD who are covered by the Veterans Health Care System or indigent/charity care. The proposed unit is in compliance with hospital units as stated in this criterion.

SP Criterion 3 – Staffing

The applicant submits that the PTSD Unit will become part of Garden Park's Department of Behavioral Health. Dr. Jeremy Owens, a board-certified psychiatrist who has been specially trained to care for people with emotional or behavioral disorders, specifically PTSD, will serve as the medical director of the PTSD STAR Program and will oversee its implementation and programming. Chonne Tyndall, who is currently the director of GPMC's geriatric-psychiatric unit, will serve as the PTSD STAR Program manager.

In addition, Garden Park states it will employ 11 additional full-time employees, including registered nurses, aids, and social services clinicians, to work with the PTSD patients during the Program's first year of operation. The applicant further state that the new staff members have been or will be specially trained to care for people with emotional or behavioral disorders, specifically military-related PTSD.

B. General Review (GR) Criteria

Chapter 8 of the *Mississippi Certificate of Need Review Manual, 2011 revision*, addresses general criteria by which all CON applications are reviewed. This application is in substantial compliance with general review criteria contained in the Manual.

GR Criterion 1 – State Health Plan

Garden Park states that the proposed PTSD STAR Program promotes each of the health planning purposes of the Department of Health as discussed below:

- a. To improve the health of Mississippi residents.** The proposed PTSD STAR Program furthers this purpose by providing available inpatient care to the veterans and military personnel and their families in need of treatment for PTSD.
- b. To increase the accessibility, acceptability, continuity, and quality of health services.** Garden Park states it is uniquely situated to provide the needed care as it is located on the Gulf Coast, which is home to all branches of the military.
- c. To prevent unnecessary duplication of health resources.** Garden Park's PTSD STAR Program will not be a duplication of health resources as it is designed and designated for treating veterans and

military personnel and their families suffering from PTSD. There are currently no such designated programs in the State.

- d. To provide some cost containment.** Garden Park submits that without treatment specifically structured and implemented to treat this particular emotional and behavioral disorder, PTSD patients will be in and out of some kind of treatment facility, whether inpatient or outpatient, for many years following the traumatic event that caused PTSD. Furthermore, persons with PTSD often become victims of substance abuse and other addictive behavior that results in a great cost to our society, not only of the healthcare costs associated with such behavior but also the loss of a productive individual.

GR Criterion 2 – Long Range Plan

The applicant states that this project to provide PTSD services comports with the hospital's goal to provide quality, efficient health care and is compatible with its long-range plans.

GR Criterion 3 – Availability of Alternatives

The applicant cited three alternatives available to the project:

(i) Status Quo: This alternative would ignore the significant issue facing many who are experiencing PTSD and particularly those in our military who have suffered so much and who, without help, will continue to suffer.

(ii) Provide a smaller PTSD STAR Program: The applicant states that the fact that the Gulf Coast is home to all branches of the military is a good indicator that such smaller program would be insufficient to tackle the problem that so many of our veterans and military personnel have to deal with every day. Furthermore, a smaller program would not have the cost efficiencies that the proposed Program will have.

(iii) Provide a larger PTSD STAR Program: Garden Park states that after consultation with other sister hospitals providing the service, the hospital determined that persons suffering from PTSD would be best served and treated in private rooms. Therefore, the Hospital selected a wing of the facility that was comprised of private rooms and that could be locked off from other areas of the Hospital. The selected site is adjacent to the Hospital's geriatric-psychiatric wing, which is also part of Garden Park's Department of Behavioral Health.

Garden Park submits that the decision to provide the PTSD STAR Program to veterans and military personnel addresses a need within the State. Currently, there are no such programs in Mississippi that have been designated to treat veterans and military personnel, other than programs in VA hospitals, and too often the needed inpatient care in the VA system is unavailable or full to capacity.

GR Criterion 4 – Economic Viability

The three-year projected operating statement contained in the application (Project Only) indicates net income of \$990,000 the first year, \$1,201,000 the second year, and \$1,348,000 the third year of operation.

The applicant states that there are no similar services in the service area other than those provided by Keesler Medical Center. All PTSD services that will be provided in Garden Park's PTSD STAR Program will be reimbursed by the Veterans Health Care System or will be delivered as charity care. The proposed charges were calculated using a formula markup of the projected reimbursement. The actual reimbursement will be dictated primarily by TriCare.

Garden Park states that it is one of 162 hospitals in HCA's hospital system, which is a large hospital system in the United States and the United Kingdom. The applicant states that HCA has sufficient cash reserves in the event the projected revenues are lower than expected.

GR Criterion 5 – Need for Project

The applicant submits that the *2014 State Health Plan*, Chapter 3, Section 106.02(1)(e) provides that the PTSD services that are the subject of the application are to be limited to adults with primary psychiatric diagnosis of PTSD who are covered by the Veterans Health Care System or indigent/charity care. All such adults will have access to the PTSD STAR Program.

There are no like facilities within the state other than hospitals in the Veterans Administration system. The application contains a letter from the Commander of the 81st Medical Group at Keesler Air Force Base, Brigadier General Cornum, which recognizes the problem of addressing the need of so many military personnel suffering from PTSD.

The application contained five letters of support for the project. No letters of operation were received by the Department.

GR Criterion 6 – Access to the Facility or Service

The applicant submits that all such adults with a primary psychiatric diagnosis of PTSD who are covered by the Veterans Health Care System or indigent/charity care will have access to the PTSD STAR Program.

The percentage of gross patient revenue and actual dollar amount of health care provided to medically indigent and charity care patients for the last two years as well as the projected amount for the two years following completion of the project are as follows:

	Medically Indigent (%)		Charity Care (%)	
2011	9.3%	\$38,809,210	1.3%	\$5,551,045
2012	10.9%	\$49,538,724	1.2%	\$5,645,675
Projected year 1	10.6%	\$54,944,730	1.2%	\$6,443,039
Projected year 2	10.5%	\$60,488,653	1.2%	\$7,142,732

GR Criterion 7 – Information Requirement

Garden Park affirmed that it will record and maintain the information required by this criterion and make it available to the Mississippi State Department of Health within 15 business days of proper request.

GR Criterion 8 – Relationship to Existing Health Care System

The applicant submits that there are no existing, comparable services in the state, other than those services provided by the VA system. Currently, a veteran or member of the military must access specialized PTSD treatment at one of the VA hospitals or out of state.

Garden Park states that failure to implement this project will result in denying our veterans and military personnel and their families the opportunity to access intensive inpatient treatment for PTSD. The applicant states that although Keesler Medical Center does treat persons suffering from PTSD, the services at Keesler are not sufficient to handle all those in need.

The Department has not received any letters of opposition for the proposed project

GR Criterion 9 - Availability of Resources

The application indicates that the project will require 11 additional personnel during its first year of operation. Garden Park, states that it has a good record of hiring and retaining appropriate staffing and is confident that it will experience no problem in hiring the needed employees.

GR Criterion 10 – Relationship to Ancillary or Support Services

According to the applicant, all necessary support and ancillary services are currently in place at Garden Park and are capable of providing any increase in the use of such ancillary or support services.

GR Criterion 16– Quality of Care

Garden Park Medical Center is in compliance with the *Minimum Standards for the Operation of Mississippi Hospitals*, according to the Division of Health Facilities Licensure and Certification, MSDH. Garden Park states that it has a quality improvement program, the purpose of which is to ensure the delivery of the highest quality care to its patients in the most efficient and effective manner with the resources available.

IV. FINANCIAL FEASIBILITY

A. Capital Expenditure Summary

The total estimated capital expenditure is allocated as follows:

	Item	Cost (\$)	Percent (%) of Total
a.	Construction Cost -- New	\$ 0	0
b.	Construction Cost -- Renovation	0	0
c.	Capital Improvements	174,000	58.00
d.	Total Fixed Equipment Cost	0	0
e.	Total Non-Fixed Equipment Cost	26,000	9.00
f.	Land Cost	0	0
g.	Site Preparation Cost	0	0
h.	Fees (Architectural, Consultant, etc.)	0	0
i.	Contingency Reserve	100,000	33.00
j.	Legal and accounting fees	0	0
k.	Other	<u>0</u>	<u>0</u>
	Total Proposed Capital Expenditure	<u>\$300,000</u>	<u>100.00</u>

B. Method of Financing

The above capital expenditure is proposed to be financed by related company financing. The application contained audited financial statements from HCA Holdings, Inc. which indicate sufficient funds for the project.

C. Effects on Operating Costs

The applicant's projections of gross revenues for the first, second, and third year of operation, expenses, and net income are shown in Attachment 1.

D. Cost to Medicaid/Medicare

The applicant projects the cost of the project to third party payors as follows:

GPCH-GP, Inc. d/b/a Garden Park Medical Center		
Payor	Utilization Percentage	First Year Revenue
Medicaid	0%	\$ 0
Medicare	0%	\$ 0
Self Pay	0%	\$ 0
Commercial	0%	\$ 0
Charity Care	2%	\$ 112,080
Other	98%	<u>\$ 5,491,920</u>
Total	100%	<u>\$ 5,604,000</u>

V. RECOMMENDATION OF OTHER AFFECTED AGENCIES

The Division of Medicaid was provided a copy of this application for review and comment. Effective September 1, 2012, the Division of Medicaid changed the methodology by which outpatient services are reimbursed so that the cost incurred subsequent to that date will no longer affect outpatient payments. Also, effective October 1, 2012, the Division changed the methodology by which it reimburses inpatient services so that the cost incurred subsequent to that date will only affect cost outlier payments. The Division states that the estimated increase in cost outlier payments resulting from this CON cannot be determined at this time. The Division of Medicaid opposes the project.

The Department of Mental Health was also provided a copy of this application for review and comment. The application contained a letter of recommendation from the Department of Mental Health. The Department of Mental Health does not oppose this project.

VI. CONCLUSION AND RECOMMENDATION

This project is in substantial compliance with the criteria and standards contained in the *2014 Mississippi State Health Plan* for adult acute psychiatric services and

addition of programs for the exclusive treatment of adults for primary psychiatric diagnosis of post traumatic stress disorder; Chapter 8 of the *Mississippi Certificate of Need Review Manual, 2011 Revision*; and all adopted rules, procedures, and plans of the Mississippi State Department of Health.

Therefore, the Division of Health Planning and Resource Development recommends approval of this application submitted by GPCH-GP, Inc., d/b/a Garden Park Medical Center for the provision of post-traumatic stress disorder services and addition of nine psychiatric beds.

Attachment 1

**GPCH-GP, Inc., d/b/a Garden Park Medical Center
 Provision of Post-Traumatic Stress Disorder Services and
 Addition of Nine Psychiatric Beds
 Three-Year Projected Operating Statement (Project Only)**

	Year 1	Year 2	Year 3
Revenue			
Inpatient Care	\$ 5,604,000	\$ 8,649,000	\$ 10,001,000
Outpatient Care	<u>0</u>	<u>0</u>	<u>0</u>
Gross Patient Care Rev.	\$5,604,000	\$8,649,000	\$ 10,001,000
Charity Care	112,080	172,980	200,020
Deductions for Revenue	<u>3,623,920</u>	<u>5,802,020</u>	<u>6,934,980</u>
Net Patient Care Revenue	<u>\$ 1,868,000</u>	<u>\$ 2,674,000</u>	<u>\$ 2,866,000</u>
Total Operating Revenue	<u>\$ 1,868,000</u>	<u>\$ 2,674,000</u>	<u>\$ 2,866,000</u>
Operating Expenses			
Salaries	\$ 519,000	\$ 940,000	\$ 963,000
Benefits	130,000	237,000	246,000
Supplies	101,000	142,000	149,000
Services	51,000	57,000	58,000
Lease	0	0	0
Depreciation	30,000	30,000	30,000
Interest	0	0	0
Other	<u>47,000</u>	<u>67,000</u>	<u>72,000</u>
Total Operating Expenses	<u>\$ 878,000</u>	<u>\$ 1,473,000</u>	<u>\$ 1,518,000</u>
Net Operating Income (Loss)	<u>\$ 990,000</u>	<u>\$ 1,201,000</u>	<u>\$ 1,348,000</u>
Inpatient Days	1,946	2,730	2,870
Outpatient Days	0	0	0
Procedures	1,946	2,730	2,870
Charge per outpatient day	0	0	0
Charge per inpatient day	\$ 2,880	\$ 3,168	\$ 3,485
Charge per procedure	\$ 2,880	\$ 3,168	\$ 3,485
Cost per inpatient day	\$ 451	\$ 540	\$ 529
Cost per outpatient day	0	0	0
Cost per procedure	\$ 451	\$ 540	\$ 529